BMMP Phase 3 Kick-Off Meeting

June 25, 2003

Business Management Modernization Program

Purpose

- To achieve a shared understanding and ensure alignment on the following:

  - Where we have been and where we are today in terms of the overall program objectives

  - Where we are going and what we are committed to accomplishing

  - How we plan to get to these results – our roadmap and methodologies

  - Who we are and what roles each major stakeholder group plays in implementing the roadmap

Desired Outcomes

- When we leave this room, we will understand…

  – BMMP's vision and approach: short-term and long-term

  – Our respective roles for implementing the approach

  – We are all part of **ONE** team --

    - **TEAM BMMP**: BMSI, Team IBM, BMSI Support Contractors, Domains, and Components

Through understanding, we all become more enthusiastic and committed to achieving our shared vision of BMMP!

Key Objectives for BMMP Phase 3

- Refine Governance

- Improve Alignment of DoD IT Investments with BEA

- Define Process and Data Requirements to Enable Implementation of BEA Priority Segments

- Support Development of Domain Infrastructure

- Ensure Readiness to Report BMMP Progress to Congress (March 15, 2004)

Agenda

0830	PDUSD (Comptroller) Remarks
0855	Meeting Overview
0905	The Transformation Experience
0950	BMMP Compelling Need and Vision of Success
1035	BMMP Domain Perspectives
1145	Table Discussion
1200	Lunch
1245	BMMP Transformation Approach
1330	Table Discussion
1400	Question & Answer Session
1445	Closing Remarks
1500	Adjourn

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The Transformation Experience

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SecDef on Transformation

"Transformation, as I mentioned, means shifting resources from bureaucracy to the battlefield. Streamlining and modernizing is a matter of life and death, because our job is defending America as well as is humanly possible."

Secretary of Defense Donald Rumsfeld on DoD Transformation, Town Hall Meeting March 6, 2003

# The Framework for Business Transformation has Three Dimensions

Business Design and Processes
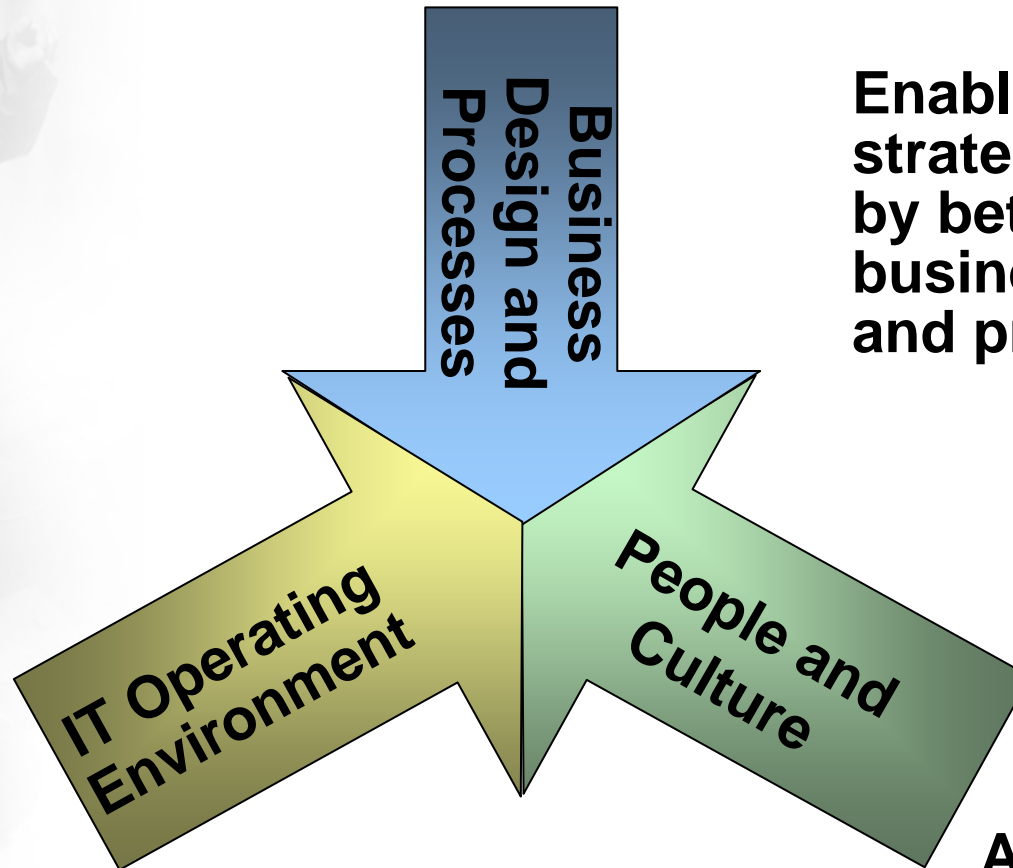
Enable new strategic abilities by better business designs and processes

IT Operating Environment

People and Culture

Adapt the systems that enable business processes

Adopt common guidance and vision

TRANSFORMATION

Business Design and Processes

People and Culture

IT Operating Environment

"AS-IS"

"TO-BE"
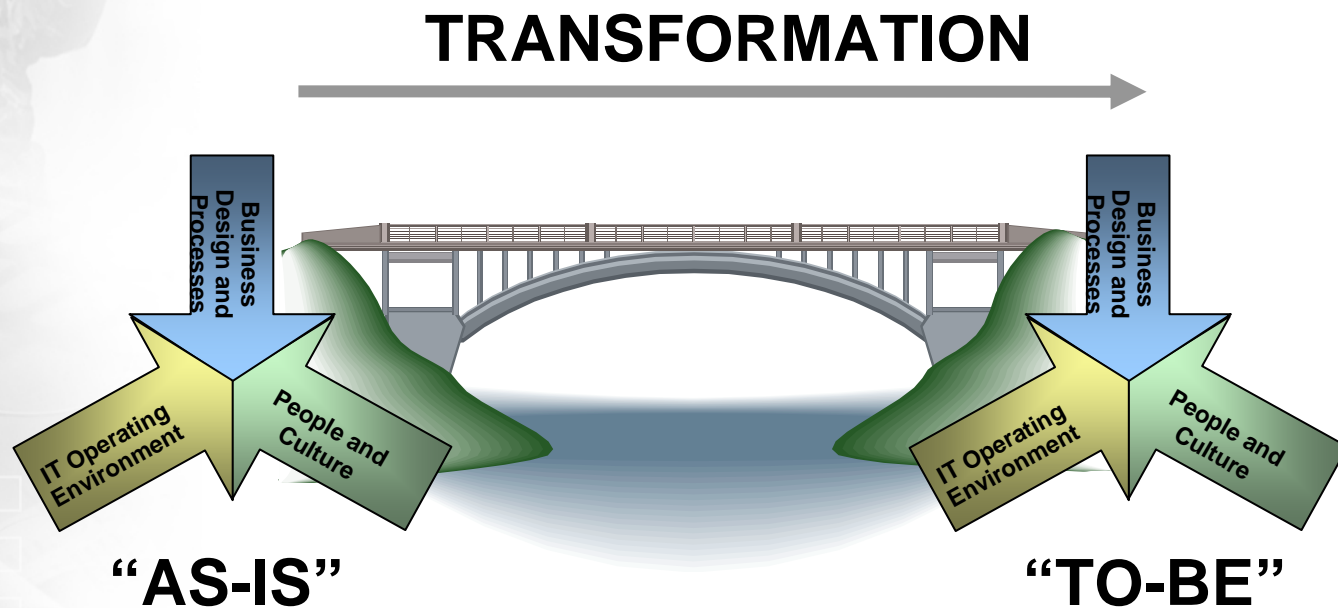
An architecture provides guidance and a planning focus

Critical Success Factors Learned from IBM's Transformation

- Establish governance models that work

- Link business objectives and IT investments

- Demand disciplined execution from line and IT owners

- Build management processes that connect all stakeholders

- Leverage the competencies of others

- Change the culture

The IBM Experience

	1992	2001	2002
Financial Data Centers	67	8	**E-Commerce:** $26.4B, up 4% YTY
Key Applications (Financial)	145	55	**Customer Relationship Mgt:** Cost avoidance $600M, up 17%YTY
Days for Accounting Close	18	7	**Fulfillment:** Applications reduced 42% 70% of orders "touchless"
Expenses	$2.1B	$1.3B	
CIOs	128	1	**Procurement:** 90% of orders "hands free" Cost avoidance from e-procurement $450M, up 8% YTY
Host Data Centers	155	11	
Networks	31	1	
Total Applications	16,000	5,200	

IBM's Own Experience with Culture…

"In all of my business career, I would have always said that culture is one of the five or six things you worry about… What I learned at IBM is that culture isn't part of the game. It is the game."
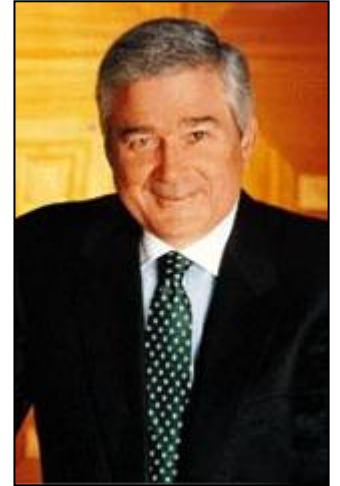
Lou Gerstner, Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround

An Enterprise Architecture (EA) Provides a Foundation for Transformation

An EA is comprised of *Business Operations, Supporting Systems Functions* and *Technology*.
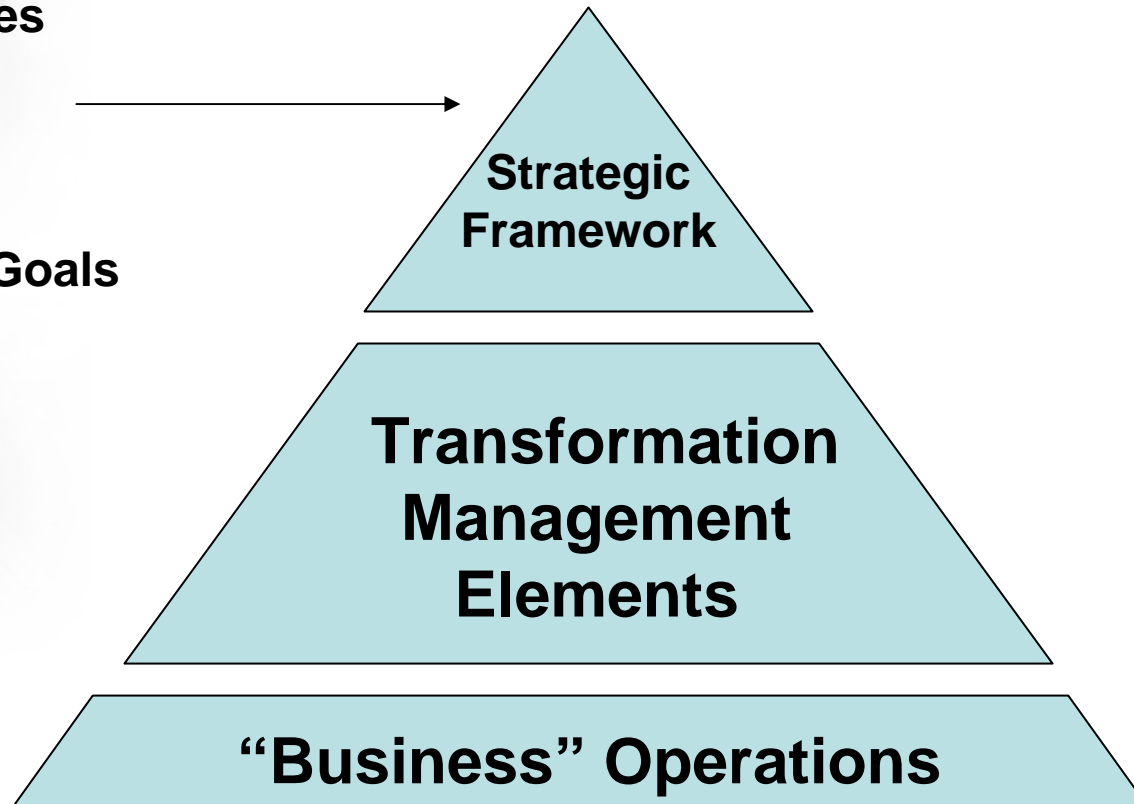
A transition plan is the roadmap.
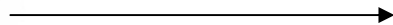
The EA guides and constrains development of business processes and systems

Leading Practices

- **Core Values**
- **Principles**
- **Policy**
- **Vision**
- **Strategic Goals**

Strategic Framework

Transformation Management Elements

"Business" Operations

Enterprise Architecture

- **Core Values**
- **Principles**
- **Policy**
- **Vision**
- **Strategic Goals**

Joint Vision 2020 → **Strategic Framework**

DoD Transformation Management Elements

- **Roles and Responsibilities**
- **Leadership and Communication**
- **Operations Enablement**
- **Competency Development**

- **Management System Operations**
- **Project Creation and Termination**
- **Resource Allocation**
- **Targets and Measurements**

- **Project Management**
- **Process Execution**

DoD "Business" Operations

BMMP

DoD Business Enterprise Architecture

The BMMP Builds the Transformation Bridge
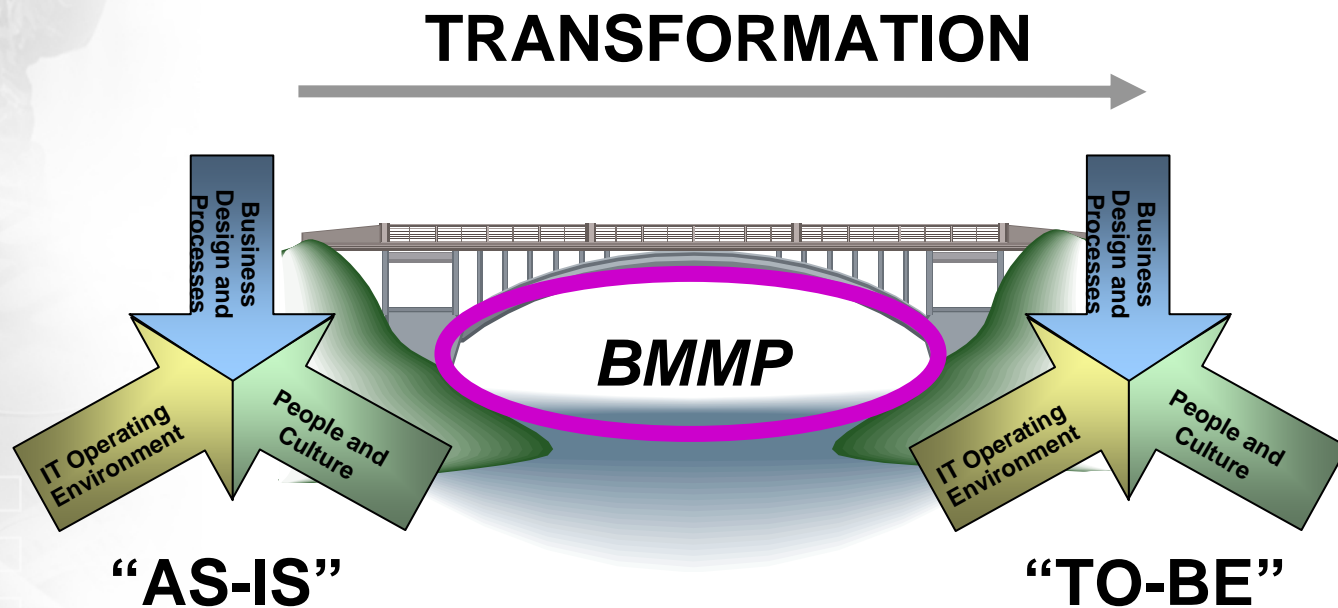
A lot has been accomplished, but there is more to do to energize the transformation

This is the beginning of a journey…

> There will be no moment at which the Department is "transformed." Rather, we are building a culture of continual transformation, so that our armed forces are always several steps ahead of any potential adversaries.
>
> *Secretary of Defense Donald Rumsfeld, April 2003*

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The Compelling Need and Vision of Success

June 25, 2003

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The Compelling Need

If we could more readily….

…identify chemical warfare gear available across the DoD

…know what munitions are available in any given place at any given time

…identify sources and issue supplies quickly, electronically at an Enterprise level without all the paper

…purchase land and build a youth center to support a military family housing community in less time

The Need for Transformation is Clear

- Services and Agencies have individual processes and thousands of supporting systems that focus primarily on their own operations

- Results are:

  - Cannot provide accurate, reliable, timely, and informed management decision-making

  - Leads to costly, redundant and inefficient management of DoD resources

Combatant Commanders

USCENTCOM   USEUCOM   USPACOM   USACOM

Services

Army   Navy   Air Force   Marines

Agencies

DLA   NIMA   DISA
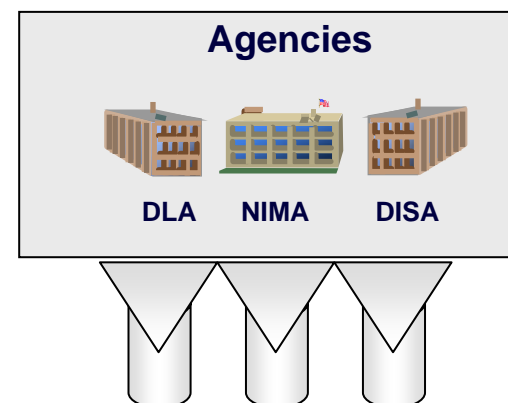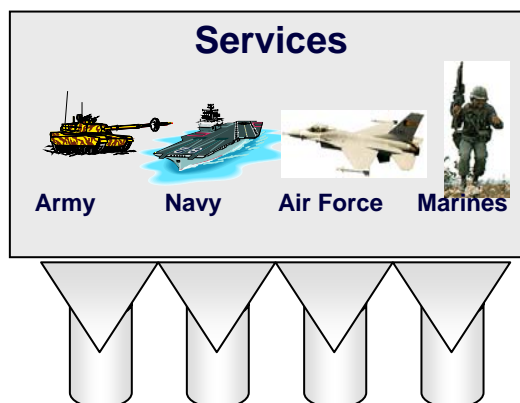
DoD Vision of the Future

Combatant Commanders

Services

Agencies
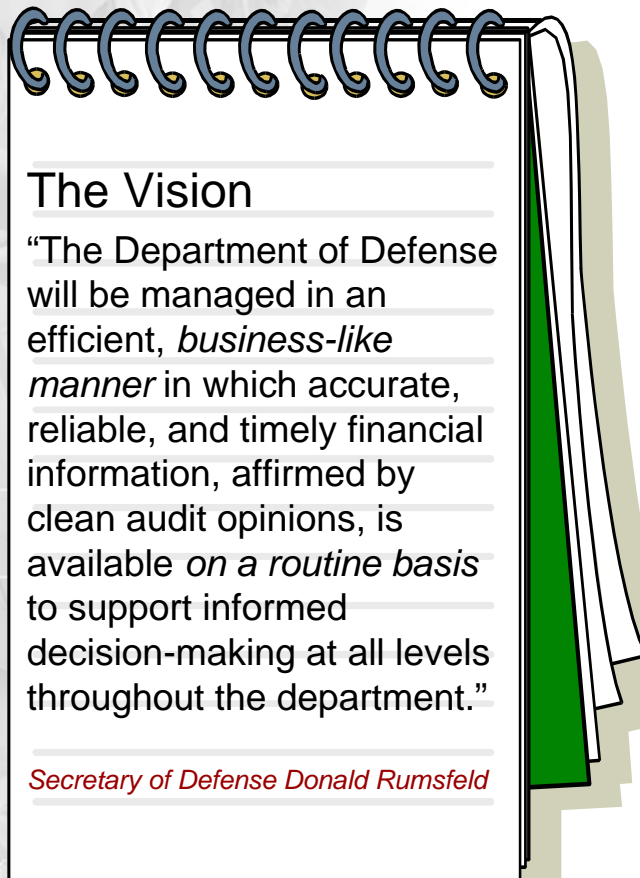
The Vision

"The Department of Defense will be managed in an efficient, *business-like manner* in which accurate, reliable, and timely financial information, affirmed by clean audit opinions, is available *on a routine basis* to support informed decision-making at all levels throughout the department."

Secretary of Defense Donald Rumsfeld

DoD's BMMP Domains

Acquisition

Finance, Accounting Operations & Financial Management

Human Resource Management

Installations & Environment

Logistics

Strategic Planning & Budgeting

Technical Infrastructure
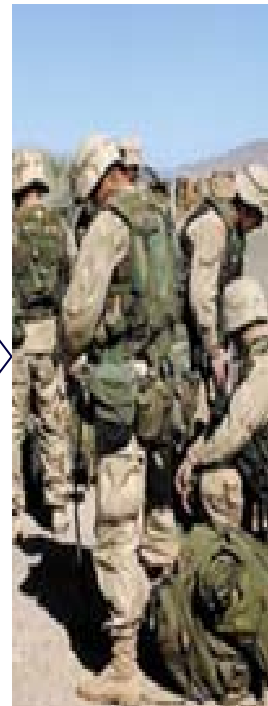
Many Will Benefit From This Effort

Within DoD…

- Warfighters
- Decision-makers
- Employees

…and beyond

- Taxpayers
- Congress
- Homeland Defense Mission
- Families of the warfighter

- This program is chartered to:

  – Transform and modernize business processes across DoD

  – Standardize and integrate processes enabled by technology and systems

  – Capitalize on DoD strengths and infuse leading practices into DoD operations

- The program is managed and coordinated by the Business Modernization and Systems Integration (BMSI) office

Business Modernization and Systems Integration

Enterprise Architecture	Business Transformation	Program Support
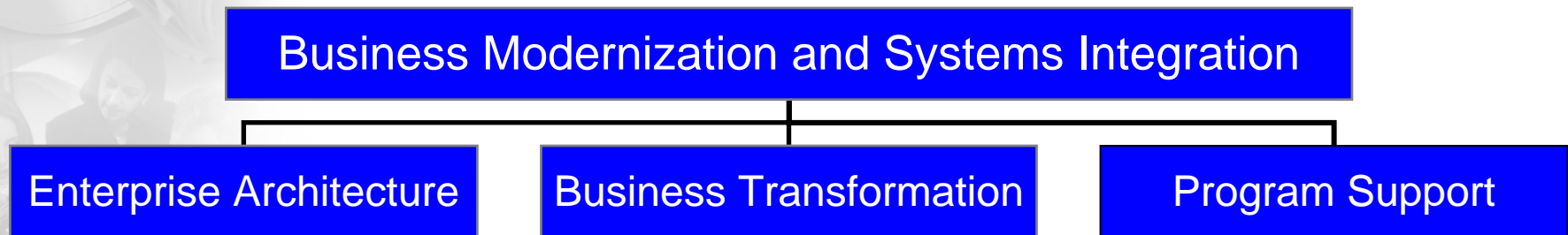
This Effort Will Build On What You Are Doing and Will Incorporate Your Best Thoughts

- The architecture brings together the best of what has gone on before, what is going on now, and what is envisioned for the future

- Examples of initiatives currently underway throughout the Department are:

  – Standard Account Code/US Standard General Ledger

  – Automated Travel Order Processing and Payment

  – Enterprise Integrated Personnel and Payroll Systems

  – Defense Planning Guidance (DPG) 20, Streamlining Decision Processes

  – 2-year Programming, Planning, Budgeting & Execution

  – GIG Enterprise Services

Building Upon Lessons Learned

What We Are Doing Differently

- *Unprecedented support* at the highest levels of leadership in the Department

- *Overarching, integrated DoD-wide architecture* instead of separate, isolated initiatives

- *Full range of business functions* addressed

- *Enabling technology* that didn't exist 10 – 15 years ago

- Increased *stakeholder collaboration*

- Established *Governance structure* for key executive ownership throughout the Department

Realizing the Transformation

The Seven Domains

- Acquisition

- Finance, Accounting Operations & Financial Management

- Human Resources Management

- Installations & Environment

- Logistics

- Strategic Planning & Budgeting

- Technical Infrastructure

Leadership in DoD's business areas, or Domains, will be responsible for coordinating and managing the transformation throughout DoD

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Acquisition (ACQ)

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ACQ - Imagine If…

- there was one online source where you could see all existing contracts

- you could go to a center of excellence to purchase the item you need and know that DoD has maximized its buying power

- an integrated financial system generated a unique ID which allowed you to track a purchase requisition from initiation to payment and the process was the same for all the services

- automatic calculations were made to determine the cost effectiveness of discounts offered and the payment were scheduled automatically

- congressional data calls could be answered with a click of a button

- capabilities were tied to budgets, so when budgets changed, the impact to capabilities could be seen and vice versa

- the need for DD350 reports or metrics collected at the site level were eliminated

ACQ Mission, Vision, and Structure

Mission
To improve the efficiency of Acquisition & Technology business processes between the AT&L Enterprise and external business partners through E-Business program governance, the application of technology, and the alignment with Finance, Logistics, and the Federal Government.

Vision
Ubiquitous access to a streamlined suite of web-enabled Acquisition solutions that transform the Acquisition workforce from transaction managers to strategic business managers.

Acquisition Segments
• Plan, procure, and pay is the end-to-end Acquisition scenario that will drive the development of the domain segments • Segments: Plan Acquisition Sourcing and Strategy, Manage Purchase Requisition, Manage Purchase Contract, Establish Liability, Administer Purchase Card Program

ACQ Domain Strengths and Challenges

- **Strengths**
  - **Deep understanding of DRID 47 and End-to-End Acquisition analyses as a result of supporting those long-term efforts**
  - **Possess initial Procurement CONOPS and clearly understand where it requires additional development**
  - **Active Domain governance and strong domain component participation**
  - **Positioned to influence OMB by pushing the Acquisition Domain's governance structure up to the Federal level**
    - **Federal Enterprise Architecture (FEA)**
    - **Integrated Acquisition Environment (IAE)**
- **Challenges**
  - **Future efforts may be constrained by availability of resources**

ACQ Accomplishments to Date

Develop Vision and Strategy	Develop Governance CONOPS	Baseline "Current" Environment	Develop "Future" Environment	Develop Transition Plan	Domain Management

- **Established Defense Procurement Acquisition Policy (E-Business) Office**
- **Established Mission / Vision**

- **Defined Governance Structure**
- **Developed Business Process CONOPS**
- **Established Acquisition Governance Board (AGB)**
- **Established Joint Acquisition E-Business Oversight Board (JAEBOB)**
- **Chartered AGB/JAEBOB**
- **Drafted Governance CONOPS**
- **Established Performance Mgmt Working Group**

- **Initiated Acquisition System Review**
- **Initiated Acquisition Process Analysis**

- **Submitted Pilot Proposals to BMMP**
- **Jointly Developed Acquisition Data Architecture Pilot**
- **Drafting Data Management Approach**
- **Leveraging BEA**
- **Leveraging Federal Enterprise Architecture**

- **Drafting Acquisition Transition Plan**

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Finance, Accounting Operations & Financial Management (ACC/FIN)

June 25, 2003

Business Management Modernization Program

ACC/FIN - Imagine If…

- DoD had one standard accounting code structure that satisfied DoD components,Treasury, CFO, Departmental and budgetary requirements

- DoD had a standardized and simplified chart of accounts

- manual reconciliation were eliminated

- costs were captured in a consistent and standardized manner across DoD

- enterprise-wide reports could be generated using accurate, reliable, and timely data from a centralized data source

- never paid a vendor late or incurred interest penalties

- didn't have to cross walk to produce financial statements

ACC/FIN Mission, Vision and Scope

- **Mission - To Extend and Enforce the BEA Through Accounting and Finance Domain Portfolio Management, with Assistance from Services and Defense Agencies**

- **Vision - Accurate, Reliable and Timely Information in the Hands of Decision-makers!**

- **Scope - Business Areas Covered**

  - **General Accounting**
  - **Cost Management**
  - **Collections Management**
  - **Contract Payment Management**
  - **Investment Management**

  - **Accounts Receivable**
  - **Billing**
  - **Cash Management**
  - **Disbursing**
  - **Enterprise Data and Reporting**

ACC/FIN Domain Strengths and Challenges

Strengths

- **Recognized need for standard business processes**

- **Progress to date on Standard Accounting Code**

- **Domain is a process/data recipient, not a generator**

- **POCs for cross-domain integration and coordination**

Challenges

- **Staffing**

- **Line of Accounting "train"**

- **Legacy systems and traditions**

ACC/FIN Next and Future Steps

- Develop standard accounting structure and implement US Standard General Ledger (USSGL)

- Build upon efforts in LOG domain

- Develop roles and responsibilities of domain Lead Agent

- Define data standards and develop enterprise accounting policy

- Identify information needed from other domains for management reporting

- "Finalize" systems inventory, to include legacy phase-out dates

- Conduct Business Process Re-engineering for domain segments

- Develop and validate business rules and requirements through program office with service and agency representatives

- Develop performance metrics

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Human Resources Management (HRM)

June 25, 2003

Business Management Modernization Program

HRM - Imagine If…

- HRM representatives could review personnel/pay records across services/agencies with a single sign-on to update personnel and pay actions

- all employees/members could access their personnel profile with a single sign-on to update tax info, address change and benefits

- military members experienced no delay of pay with change in status

- the services/departments could query pay and personnel data to quickly answer pertinent questions by leadership, OSD and Congress

- corporate HR systems were directly linked to enterprise accounting systems providing an accurate, timely pay and personnel accounting structure

- information systems could provide accurate and timely tracking of personnel during deployment

HRM Domain…

- Mission:

  - **Work in an enterprise manner to improve and transform business practices and systems to support the customer (service member, DoD civilian, and others) and the warfighter with a total force approach.**

- Vision:

  - **Integrated personnel and pay system**

  - **Electronic health and travel records**

  - **Cross-service support for military personnel**

  - **Support the readiness of the total force for peacetime, contingency, crisis, and warfighting**

HRM Domain -- Strengths & Challenges

- The strength of the HRM Domain is its established governance structure, enterprise systems, and application of state-of-the-art technology to support the Business Enterprise Architecture

  - Three sub-domains for HRM
    - Military Health Services
    - Civilian HRM
    - Military HRM

  - Sub-domain leads are liaisons with BMMP program and, when BMMP governance is in place, HRM Domain and Sub-domain leadership will continue to work within BMMP structure

- The challenge for the future is to execute the change management needed to support transformation

HRM Strategy to Support the Total Force

- Develop and field systems and business practices for the active and reserve military, civilian employees, and contractors that support a diverse, cohesive total force and rapidly tailorable force structure.

  - Defense Integrated Military Human Resources System (DIMHRS)

  - Defense Civilian Personnel Data System

  - Defense Travel System

  - TRICARE Online

  - E-Government Initiatives (E-clearance, E-payroll, Consolidated Health Informatics)

- Deliver quality health service that meets the readiness need

  - Composite Health Care System II

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Installations & Environment (I&E)

I&E Domain Integration w/ BMMP

- ## BMMP Governance

  - Installations & Environment is One of Seven Domains

  - Domains are Responsible for Roll-out of the Business Enterprise Architecture (BEA)

  - BMMP Governance Structure will Enable Cross-Domain Integration (Domain Owner Integration Group)

- ## I&E Domain Engagement

  - The Interface Between the BMMP Governance Structure and the DoD Components' I&E Organizations

  - Collaborative Oversight with a Goal of Enterprise Solutions within all I&E Business Areas

I&E Domain Vision

- Improve the Accuracy, Reliability, Timeliness and Usefulness of Real Property and Environmental Information Needed by All Levels of DoD Decision-making to Support the Department's Mission, Resources, Accounting, Accountability, and Reporting Requirements

- The Vision will be Accomplished through the Development and Implementation of a Standard, DoD-wide Real Property and Environmental Enterprise Architecture Resulting in:

  – Standard Business Practices and Processes

  – Standard Definitions and Terminology

  – Standard System or Integrated Systems

"One Corporate Approach to Installation Management"

I&E Domain Principles

- **Involve I&E Business Process Owners and Management in all Stages of Development**

- **Standardize Business Rules, Processes and Data Across the Enterprise**

- **Capture and Validate Data Once, then Leverage it Across the Enterprise**

- **Employ the use of the Service/Agency and Industry Leading Practices**

- **Ensure that Solutions are Consistent and Compatible with the Overall DoD Business Enterprise Architecture**

I&E Domain "Packages and Segments"

- Real Property Management:
  - Real Property Inventory
  - Real Estate Administration
  - Space Management
  - Engineering Management
  - Construction Projects
  - Real Property Planning
  - Maintenance & Operations
- Environmental Management:
  - Environmental Liabilities
  - Environmental Management
- I&E Enterprise Data Management and Reporting Package:
  - Real Property Enterprise Data Management and Reporting Enhancements
  - Environmental Enterprise Data Management and Reporting Enhancements

I&E Domain -- Next Years Focus

- Where will I&E "Hang" in the BEA Architecture?

- Extend BEA from RPES to I&E
  - Environmental Management (including environmental liabilities)
  - Base Support

- Develop the Real Property Conceptual Data Model and Test the BMMP Data Management Model

- Extend the Conceptual Data Model to the Real Property Inventory Logical and Physical Data Models

- Focus on I&E's First Segment -- Real Property Inventory
  - BPR and BPM: Develop a standard process for inventorying
    - Unique Identifiers?
    - Geospatial Enabled?
  - Real Property Inventory Systems Analyses
  - Develop the Requirements for the Real Property Inventory Solution

- Begin Focus on Environmental Liabilities

New DUSD (I&E) Office and Functions

- **Business Transformation Directorate:**
  - Positions Realigned from within DUSD (I&E)
    - Add I&E Contract Support Funds
    - Add Detailees from the Services, DLA and TMA

- **Major Functions:**
  - Implement the I&E Domain Transition Plan
  - Refine Operational View, Systems View and Technical View Architecture
  - Manage I&E's Portfolio of Systems
  - Complete Business Process Reengineering for all Segments
  - Identify and Implement Best Business Practices
  - Integrate Environment Fully into Domain

Proposed I&E Domain Governance Board

CHAIR   **DUSD (I&E)**

MEMBERS:

- **Army**   **ASA (I&E) and ACSIM**
- **Navy**   **ASN (I&E), CNI and DC (I&L)**
- **Air Force**   **ASAF (IL&E) and AF/CE**
- **Joint Staff**   **Director, Logistics (J-4)**
- **WHS**   **Director, WHS**
- **DLA**   **Director, DLA Support Services**
- **TMA Deputy**   **Director, TMA**
- **DoDEA**   **Director, Logistics Division**
- **Others?**

Proposed I&E Domain Governance Structure

- Business Practices Working Group – "What to Do"
  - Commercial/Government Best Practices
  - Business Process Reengineering
  - Architecture Enhancements
  - COTS Product Exploitations
  - Metrics
- Program Implementation Working Group – "How to Do It"
  - Implementation Issues
  - Schedule Integration
  - Lessons Learned
  - I&E Business Transformation Tool Kit
  - Information Security and Protection
- Change Management Working Group – "Making It Stick"
  - Change Management Strategy
  - Policy Changes
  - Communications, Training and Education
  - Workforce Succession Planning
  - Interaction with I&E Domain Governance Board

I&E Domain Strengths and Challenges

- Strengths
  - Committed Leadership
  - Began Transformation Before BMMP
  - Completed BEA "Deep Dive"
  - Manageable Scope
  - Cooperative Community

- Challenges
  - Growing from RPES to I&E
  - Scope Creep
  - Resources

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Logistics (LOG)

June 25, 2003

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Triangle Groups

DUSD(L&MR) "Guided" Groups focused on achieving the Future Logistics Enterprise (FLE) through Enterprise Integration
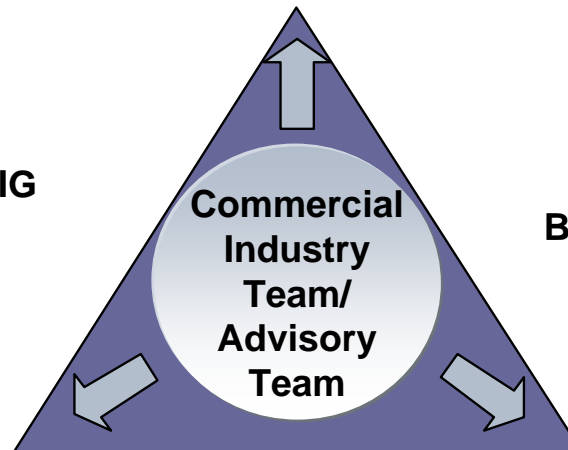
Commercial Industry Team:
One Rep (CIO, Exec Sponsor, VP Logistics, CEO etc) from selected companies that provide input/advice to each of the groups on varying topics

Change Management Group - CMG
"Make it Stick"

Focus on:
- Coordination with JLB
- Change Management
- Policy changes
- Communications/Public Relations, Messaging
- Organizational Readiness

Program Implementation Group - PIG
"Do it Right and Fast"

Commercial Industry Team/ Advisory Team

Best Business Practices Group - BBPG
"Reengineer for Success"

Focus on:
- Best Implementation Practices
- Lessons Learned
- Infrastructure
- Integrated Schedule
- EI Toolkit
- Modernization Programs Education and Training
- RICE
- Security

Focus on:
- Architecture
- Balanced Scorecard - KPI/Metrics
- COTS Product Exploitation
- Business Process Reengineering
- End-to-End Processes
- Roles/Org Model
- Logistics Education

LOG Domain Model

- BMMP governance structure altered to reflect Domain Owner's approach

- Domain responsibilities

  - **Leading business transformation**

  - **Establishing and maintaining a governance process to ensure representation of the Services, Defense Agencies, DoD Field Activities, and appropriate Federal agencies**

  - **Performing system reviews and approving initiative funding as part of portfolio management**

  - **Developing the architecture**

  - **Enforcing compliance with the BEA and transition plan**

  - **Guiding execution activities**

  - **Representing the Domain on cross-Domain issues**

LOG Status of Responsibilities

- Leading business transformation
  - Future Logistics Enterprise (FLE) provides the vision and way-ahead for the LOG Domain
  - CMG driving changes needed for logistics transformation

- Establishing and maintaining a governance process to ensure representation of the Services, Defense Agencies, DoD Field Activities, and appropriate Federal agencies
  - Joint Logistics Board (JLB)/Triangle established with representation from across LOG Domain
  - Logistics Domain engagement and governance continuing via JLB/Triangle
    - CMG, BBPG, and PIG providing collaboration and driving Domain activities
    - JLB provides senior leadership and overall guidance

LOG Status of Responsibilities

- Performing system reviews and approving initiative funding as part of portfolio management
  - Logistics Data & Systems Realignment and Categorization (DSRAC)/Portfolio Management activities underway
    - Service and Agency DSRAC implementation plans being finalized
  - 2003 Logistics Program Reviews scheduled
  - Reviewing Logistics System change requests
  - Working with NII in development of Portfolio Management policy

LOG Status of Responsibilities

- Developing the architecture
  - BEA Release 1.0 (30 Apr 03) provides an activity view of BEA-Log
  - BEA-Log "activity view" aligned with FLE Architecture "process view"
  - FLE Architecture incorporates Logistics Balanced Scorecard
  - Logistics Data Strategy implements integrated data environment to provide interoperability
  - Initial Logistics Domain SV-8 (System Evolution Description) completed
  - Web-hosted FLE Architecture release planned for Jun 03
  - Enterprise Integration Toolkit will provide a link to web-hosted FLE Architecture

LOG Status of Responsibilities

- Enforcing compliance with the BEA and transition plan
  - Developed LOG Domain compliance plan – draft
  - Workshop held (20 May) with BMMP and other Domains to develop overall approach to compliance
  - Reviewing component architecture/blueprints for architecture compliance

- Guiding execution activities
  - PIG activities enhanced to include tracking of programs
  - BBPG incorporating best business practices
  - CMG addressing change management and communication needs
  - Sept JLB meeting will include report from Services/Agencies on approach, activities, and resource allocation to meet FLE objectives

LOG Status of Responsibilities

- Representing the Domain on cross-Domain issues

  – Cross Domain coordination occurring via Domain Owner Integration Team (DO/IT)

  – Assisting other Domains with ownership responsibilities by leading "Domain School" activities

LOG - What's Next

- 2003 Logistics Program Reviews
  - Scheduled for June → Aug

- Component Logistics architecture reviews
  - Compliance to BEA-Log

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Strategic Planning & Budgeting (SPB)

June 25, 2003

Business Management Modernization Program

SPB Domain Goals

- Implement the Strategic Planning and Budgeting portion of the BEA. The SPB architecture should:

  – Provide appropriate detail to allow decision makers the flexibility to evaluate and group resources as needed

  – Emphasize standardization and transparency

  – Eliminate redundant and unnecessary data requirements and processes

  – Reduce information management workload and improves data quality

  – Maximize effective use of technology

- Represent the PPBEs Community through collaboration among:

  – Policy, Programming and Budgeting Communities

  – OSD, Service/Agency Headquarters, Field Activities

- Provide a common forum for discussion of process,procedure and system improvements

SPB Architecture Processes

- **Strategic Planning including development of the Quadrennial Defense Review (QDR) and Defense Planning Guidance (DPG)**

- **Establish Business Unit (Service level) resource plans to meet the DPG**

  - **Develop Business Unit goals**

  - **Develop Business Unit performance plan**

  - **Develop Business Unit program and budget requirements to meet the performance plan**

- **Develop the Department of Defense Resource Plan (program and budget)**

- **Justify the budget to Congress**

- **Allocate and control funding**

- **Execute current year business plan and budget**

SPB Domain Governance

Domain Manager

Deputy Manager (PA&E)

Deputy Manager (Policy)

Requirements

Implementation
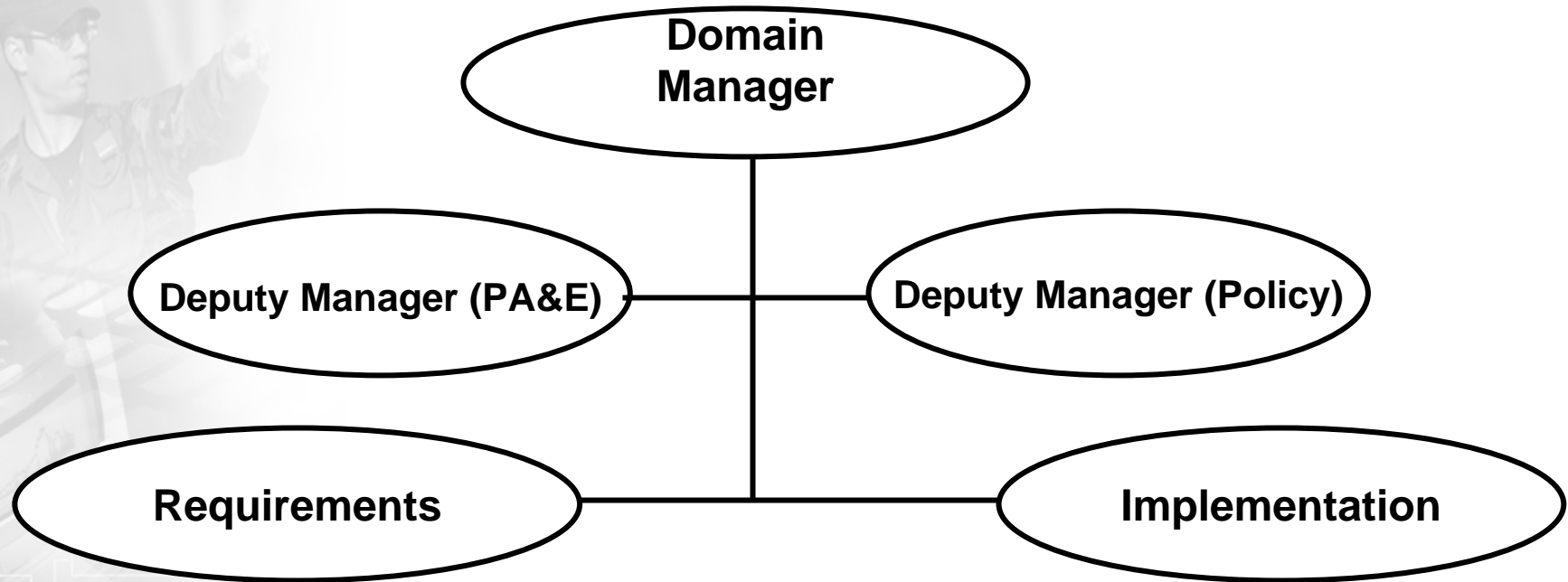
Standard Information Requirements

Requirements and Planning

Transition Support

Technology Advisor

Lead Agents

SPB - What is the future of Planning, Programming and Budgeting in DoD?

- **Resource allocations tied to performance goals established during the planning process**

- **Resource decisions based on performance outcomes, risk and cost**

- **Resource decisions based on total program cost**

- **Ability to plan and resource by capability**

- **Streamlined planning, programming and budgeting cycle**

- **More accurate resource estimates tied to robust cost modeling techniques**

- **Timely and consistent information available for decision-making at all levels of the enterprise**

- **Performance evaluated continuously with exception-based analysis**

- **Real time and accurate fund status information**

From Requirements to Systems

SPB Domain Initial Efforts

Domain Program Support:

- **Domain Vision**

- **Concept of Operations - Documents the architecture in simple English highlighting all process and policy changes.**

- **Portfolio Management - Current portfolio contains approximately 200 budgeting systems.**

- **Domain Integration Strategy**

- **Collaborative knowledge tool for domain**

- **Communications and Change Management**

SPB Domain Initial Efforts

Strategic Planning and Budgeting Initiatives:

- **Compliance Criteria**

- **Performance Metrics Framework – Development of metrics for the Dashboard, MID 901, MID 910, PART**

- **Conceptual Data Model for SPB – DoD, Service, Installation requirements**

- **Better Execution Data**

- **Military Personnel Cost Modeling**

- **Streamlined Justification Material**

- **Defense Agency Integrated Solution – Performance-based Budgeting Solution.**

- **Architecture Maintenance**

- **Solution Compliance**

- **Funds Distribution Solution**

- **2-year Planning, Programming, Budgeting and Execution BPR – MID 913**

BMMP Phase 3 Kick-Off Meeting

Technical Infrastructure (TI)

June 25, 2003

Business Management Modernization Program

TI - Imagine If…

- there was a single sign-on and authentication process for all the systems that you use on a daily basis?

- DoD systems captured and validated data once, then re-used the same data across the architecture/enterprise?

- self-service technology let you do routine maintenance on your personal accounts and self-register to access the applications?

- XML standards allowed you to access systems and conduct business on the Web from anywhere in the world, while intrusion detection systems protected those systems from unauthorized access?

- you could move between assignments, even services and agencies, and have your critical information travel with you?

- you could pinpoint the exact location of mission-critical materiel for warfighters?

TI - Enterprise Focus in TI will Enable Us To Do Work In Ways That We Have Only Dreamed Of

- Working in an "enterprise" manner will look and feel different from how we have worked in the past

- What is envisioned:

  - Enterprise Services that provide common infrastructure services to all (business) applications

  - Data Management policy and procedures for that facilitates data sharing and provides a common language for describing the enterprise data

  - Public Key Infrastructure (PKI) to protect the security of communications and business transactions on the Internet

  - Totally integrated policy and environment for consistent enterprise reporting across time periods

  - Information Assurance policy and service to ensure enterprise-wide security, integrity, confidentiality, availability, and accountability of transactions and data

  - Technical standards that provide for interoperable systems and data

TI - CIO Vision/Goals

- Vision – Power to the Edge:

  – People throughout the trusted, dependable and ubiquitous network are empowered by their ability to access information and recognized for the inputs they provide

- Goals:

  – Make information available on a network that people depend on and trust

  – Populate the network with new, dynamic sources of information to defeat the enemy

  – Deny the enemy advantages and exploit weaknesses

TI - GIG Enterprise Services

Support real-time & near-real-time warrior needs, and business users

DoD (Title 10) IC (Title 50)

Users

Business Domains Expedient COI's **Warfighter Domains** **National Intel Domain**

Command & Control Force Application ICSIS Org Space Domain/ COI capabilities

Installations & Environment Human Resource

Acquisition/ Procurement COI's Protection

Strategic Planning & Budget Focused Logistics Battlespace Awareness Levels of services above core level

Logistics Finance, Accounting Operations Cross Domain COI's (e.g. Situational Awareness, M&S) GIG

Application	Enterprise Service Management	Storage	Discovery	IA/Security

| | Messaging | Collaboration | User Assistant | Mediation | |

Core Enterprise Services (CES)

ICSIS Community Space

TI - GIG Enterprise Services Scope

Domain & COI Enterprise Services
include levels of services *beyond* the
9 Core, Net-Centric Enterprise Services

Domains and their COI: - Business - Warfighter - Intel
**   *Plus*:   Cross-Domain COI**
**   *Plus*:   Expedient COI**

GIG Services

Net-Centric Enterprise Services (NCES *Program*)
FY04-09: $380M

Milestone B, 2nd QTR FY04

Scope Includes:
** - 9 Core Enterprise Services**
** - Application Program Interfaces (APIs) for CES**

BMMP Phase 3 Kick-Off Meeting
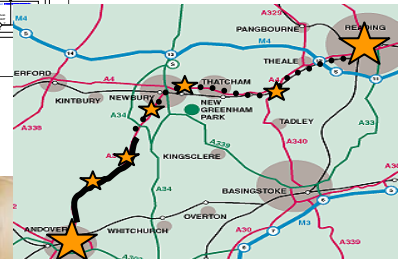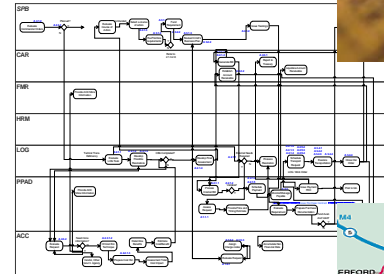
BMMP Transformation Approach

June 25, 2003

Business Management Modernization Program

DoD Transformation Approach

- An *enterprise architecture*

- End-to-end *business scenarios*

- A *transition plan*

- Activities, business rules and requirements grouped by business area, or *domain*

- Domains, BMSI, and an established *governance model*

The Business Enterprise Architecture (BEA) Provides the Foundation

The *Operations View* identifies business relationships and information needs

Business Process Transformation will be a key feature of the implementation of the Enterprise Architecture

The *Systems View* relates system capabilities to operational requirements

The *Technical View* represents how technology will enable the operations

Leading Practices

From Architecture to Transition Plan

Architecture

Transition Plan

Supporting Architecture Products

- Roles (OV-2/3)
- Activities (OV-5)
- System Entities and Interfaces (SV-1)
- Networks (SV-2)
- Standards (TV-1)

Packaged/ Segmented Requirements

- Resource Plan
- Project Schedule
- Capability Schedule
- Capability Maturity (AV-3)
- System Evolution (SV-8)
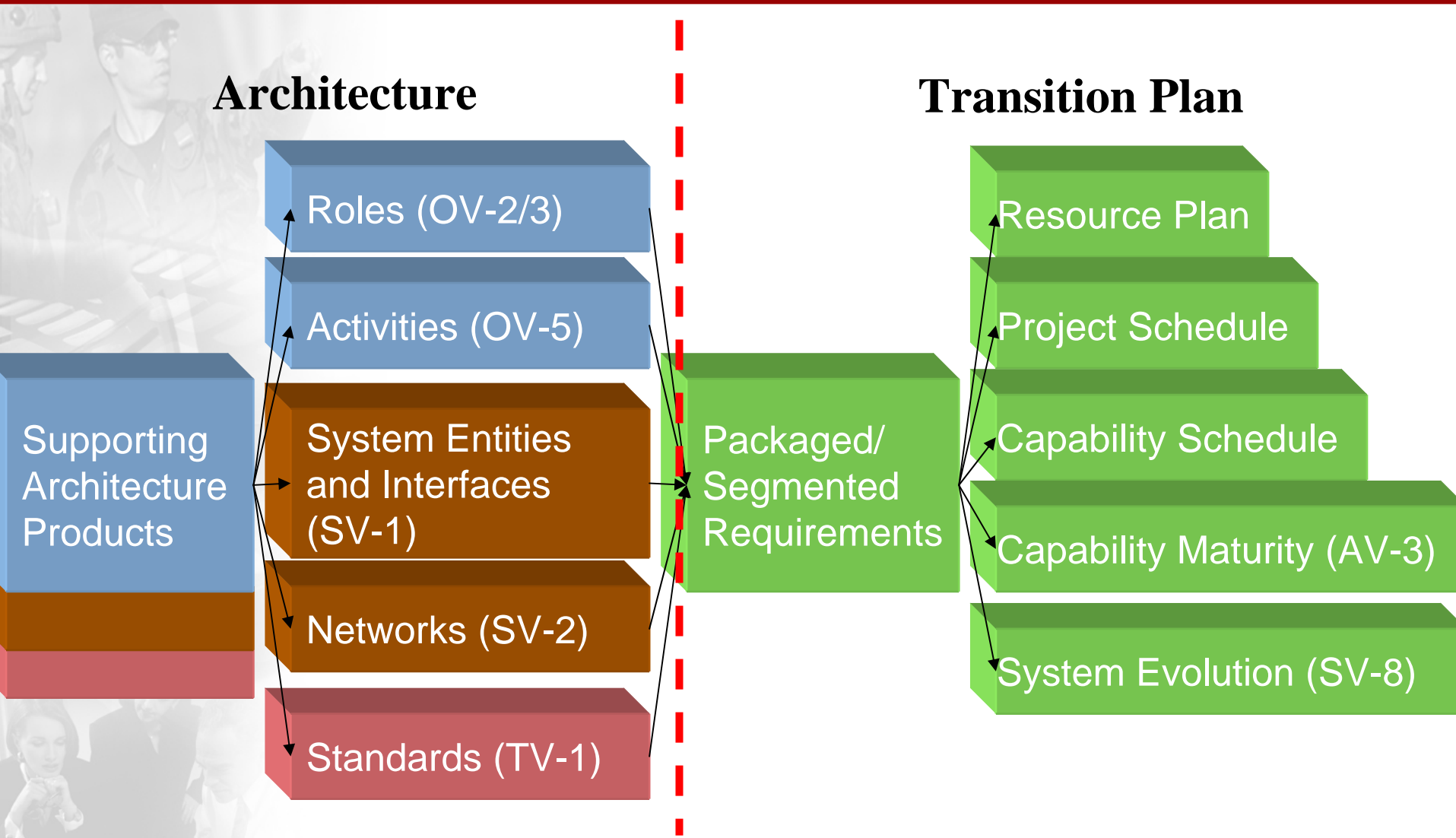
Transition Design Principles

- **Work collaboratively with Domains, Services, Agencies, DoD Executives and key stakeholders**

  – **Workshops, Product Reviews with Comments Period**

- **Build upon existing initiatives**

- **Recognize Department time-phasing constraints**

- **Transition multiple tracks simultaneously**

- **Phase the implementation of functional and process threads**

- **Ensure compliance with laws, regulations, policies and standards**

- **Re-use before buy; buy before build … utilizing industry standards**

Change in BMMP Focus

- **Phase 1 Focus**
  (completed September 30, 2002)
  - Unconstrained
    Architecture Strawman

- **Phase 2 Focus**
  (completed April 30, 2003)
  - Architecture V1.0
  - Initial Transition Plan

- **Phase 3 Focus**
  (to be completed by April 30, 2004)
  - Domains
    - Leverage Domain Work Products
    - Leverage Services' & Agencies' Initiatives
  - Business Process Reengineering/Modeling
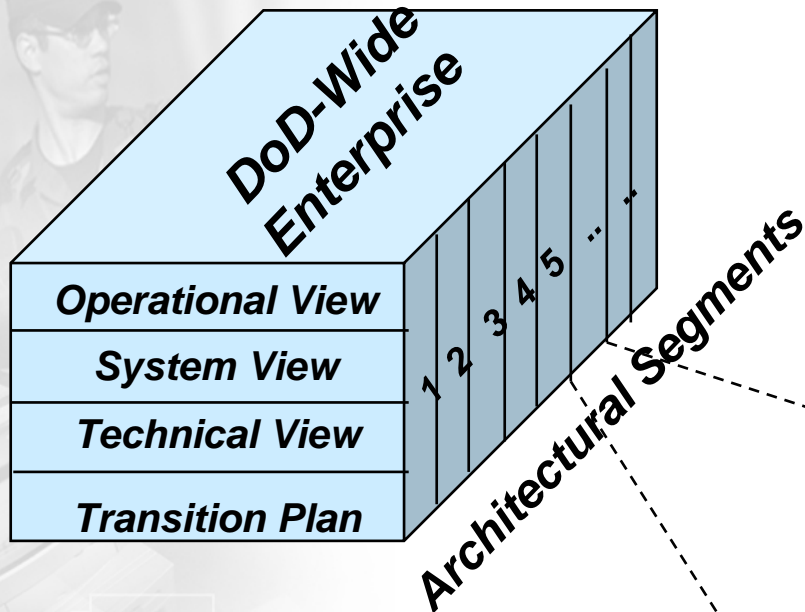 - Data Management
    - Requirements
    - Reporting
  - Implementation Plans

Architectural Segments Are …

DoD-Wide Enterprise

- Operational View
- System View
- Technical View
- Transition Plan

1 2 3 4 5 .. ..

Architectural Segments

- **Incremental approach to focus on high impact DoD-wide processes**

- **Well recognized leading practice by the GIG and also the Gartner Group**

"An Architectural Segment is a portion of the Enterprise Architecture"
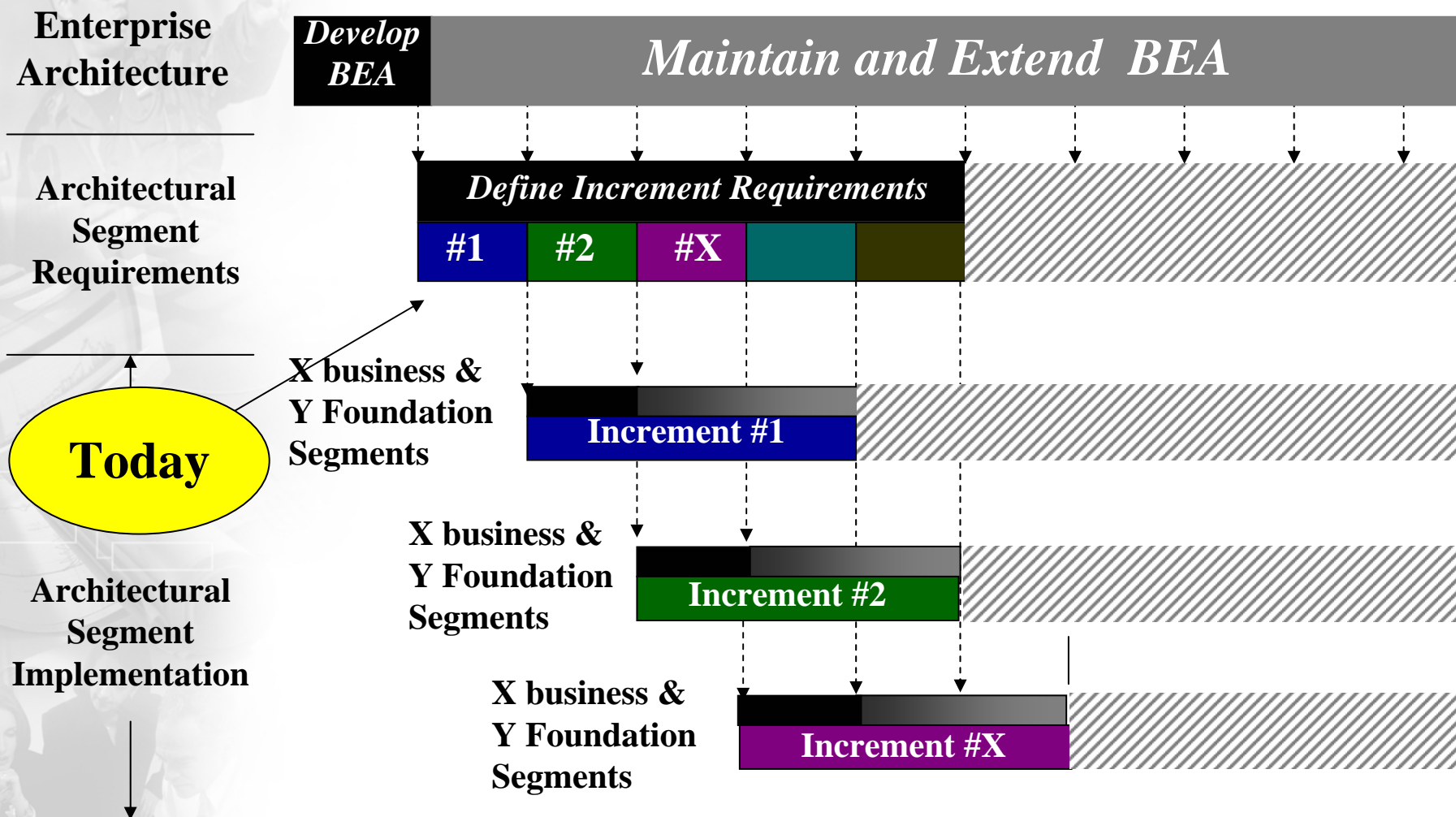 **– Federal CIO Council**

An Architectural Segment has a well defined scope and boundary

DoD BEA v1.0 identifies 103 Segments

Architectural Segment

Focused definition of detailed architectural models leading to transformed processes and systems

Incremental Transformation Approach

- **The purpose of BMMP Governance is to:**

  - Manage DoD's business transformation investments
  - Ensure architecture consistency across DoD
  - Oversee implementation planning and execution

- **Governance provides the guidance and oversight:**

  - DoD's business processes, systems, information, investments, roles and responsibilities
  - Ensures that the Department's business transformation activities are aligned with the strategic goals that are embodied in BEA
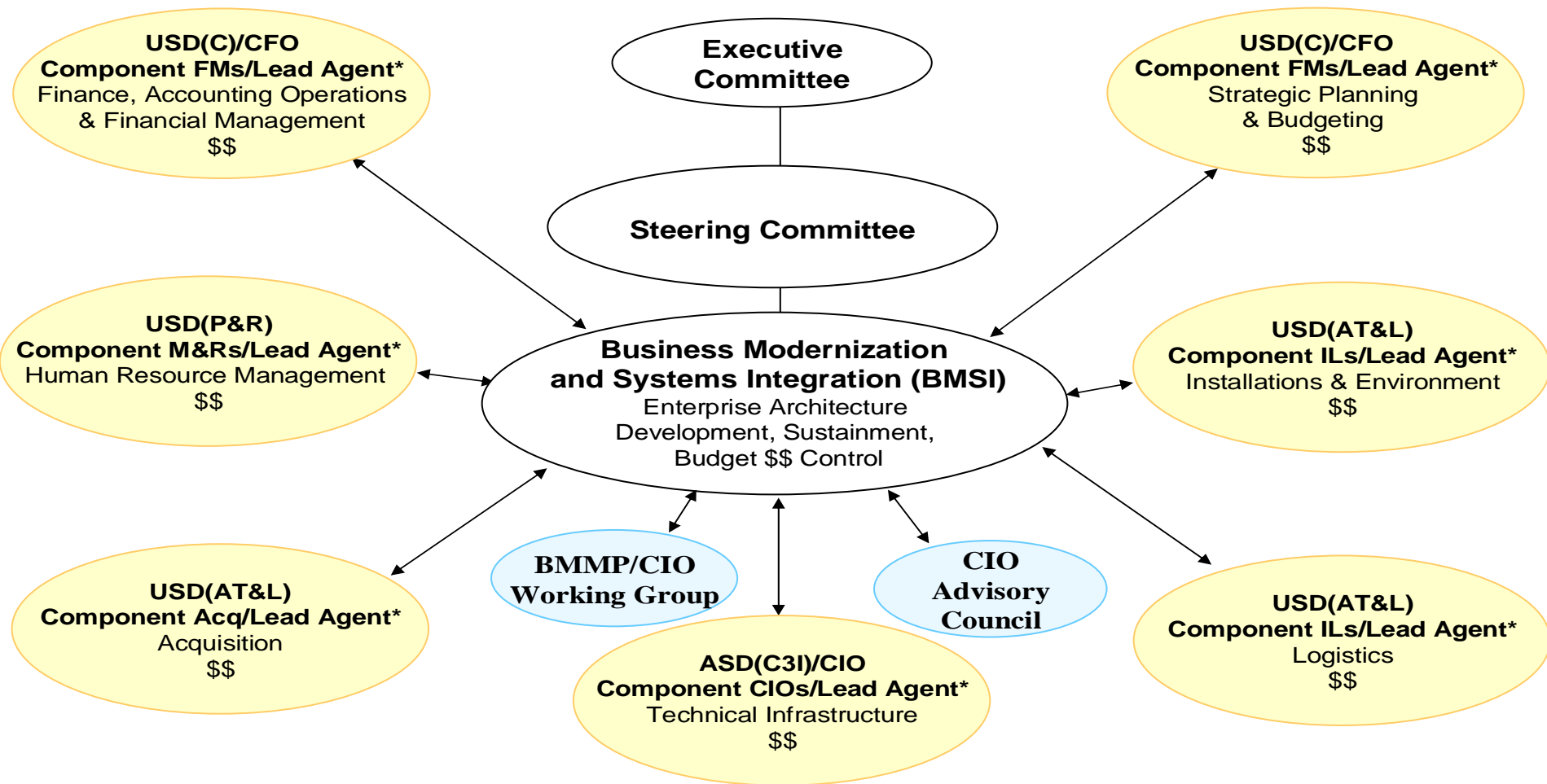
BMMP Governance Principles

1. The BMMP governance is aligned with and promotes the achievement of DoD goals and objectives.

2. BMMP is governed with a single integrated hierarchical structure with enterprise-wide standards and oversight of the Department's business transformation effort.

3. BMMP governance will be integrated with Departmental decisionmaking processes.

4. Domains have authority, responsibility and accountability for business transformation, implementation of the enterprise architecture, development and execution of the transition plan, and portfolio management within their Domains; and they may charter Lead Agents as appropriate.

5. Domains will establish a structure to ensure representation of the Services, Defense Agencies, DoD Field Activities, and appropriate Federal agencies.

6. BMSI will serve as the BMMP focal point for strategic alignment, compliance, integration, and coordination throughout the Department and provide recommendations to decisionmakers.

7. BMSI will work with Domains to resolve cross-domain issues. Unresolved issues will be elevated to the BMM Steering Committee and Executive Committee as needed.

8. Approved thresholds and criteria will enable and ensure that decisions are made at the lowest appropriate levels of the hierarchical structure.
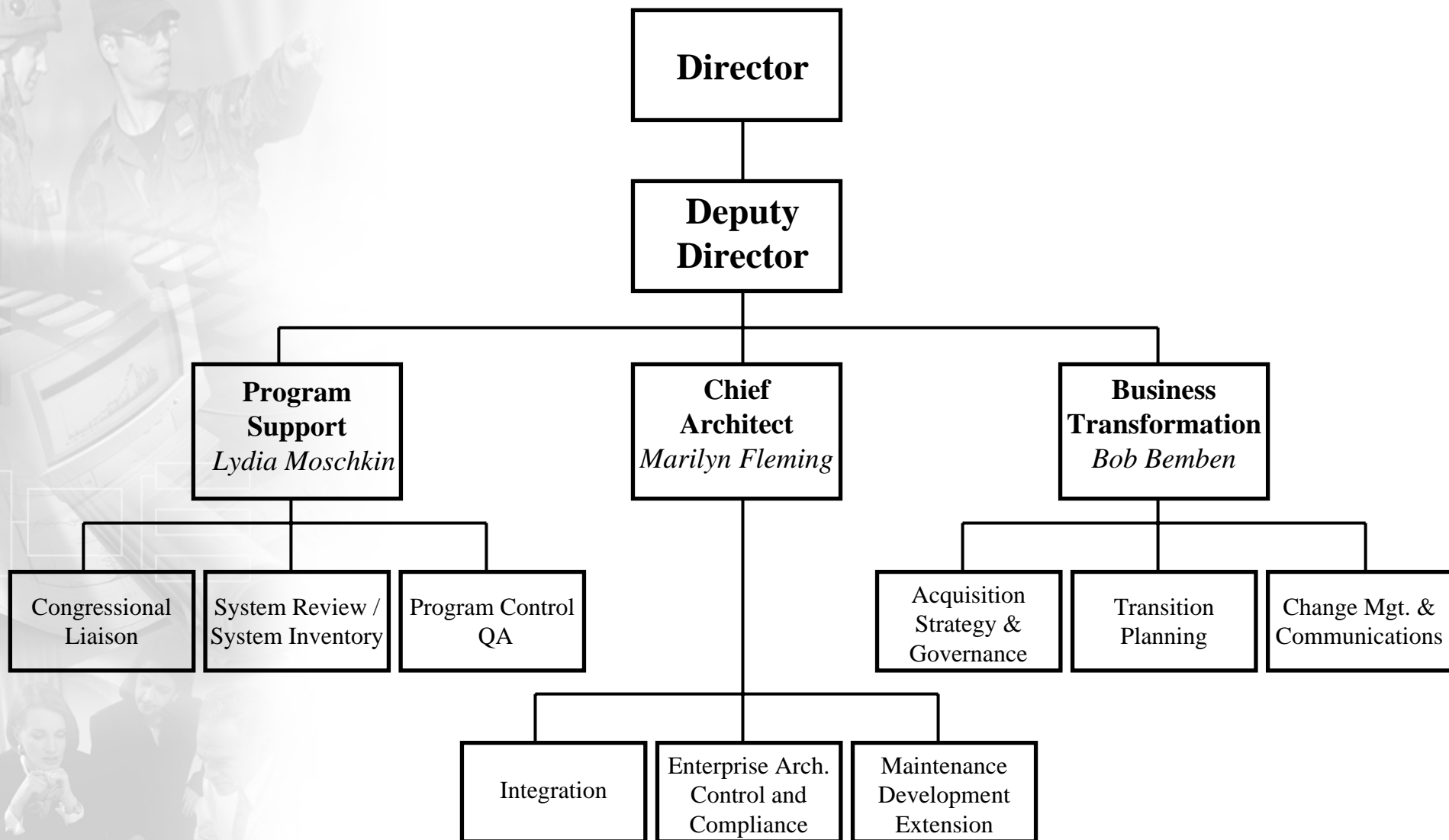
BMMP Governance

Executive Committee

Steering Committee

Business Modernization and Systems Integration (BMSI)
Enterprise Architecture Development, Sustainment, Budget $$ Control

USD(C)/CFO
Component FMs/Lead Agent*
Finance, Accounting Operations & Financial Management
$$

USD(C)/CFO
Component FMs/Lead Agent*
Strategic Planning & Budgeting
$$

USD(P&R)
Component M&Rs/Lead Agent*
Human Resource Management
$$

USD(AT&L)
Component ILs/Lead Agent*
Installations & Environment
$$

USD(AT&L)
Component Acq/Lead Agent*
Acquisition
$$

USD(AT&L)
Component ILs/Lead Agent*
Logistics
$$

BMMP/CIO Working Group

CIO Advisory Council

ASD(C3I)/CIO
Component CIOs/Lead Agent*
Technical Infrastructure
$$

Lead Agent - The lead entity (Service/Agency or combination) for a business area within a domain who takes direction from Domain Owner and manages implementation..

Domain Process Owners

Director

Deputy Director

Program Support
Lydia Moschkin

Chief Architect
Marilyn Fleming

Business Transformation
Bob Bemben

Congressional Liaison

System Review / System Inventory

Program Control QA

Acquisition Strategy & Governance

Transition Planning

Change Mgt. & Communications

Integration

Enterprise Arch. Control and Compliance

Maintenance Development Extension

# BMMP Domains Roles & Responsibilities

- Leading business transformation

- Establishing and maintaining a governance process to ensure representation of the Services, Defense Agencies, DoD Field Activities, and appropriate Federal agencies

- Performing system reviews and approving initiative funding as part of portfolio management

- Assisting in the extension of the architecture

- Enforcing compliance with the Business Enterprise Architecture (BEA) and transition plan

- Guiding execution activities

- Representing the Domain on cross-Domain issues

Business Enterprise Architecture

Activities

Enabling Services

Rules & Requirements

→
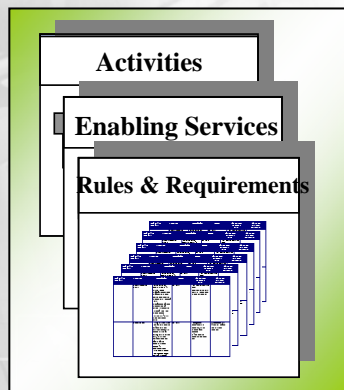
Domain Leadership

Providing Business Enterprise Direction

→

Designating Review Boards

Gathering and analyzing Inventory of systems

Implementing System Review Process and Criteria

Ceasing non-critical IT Investments

→

Optimized and managed IT investments

Next Steps: Evolving Governance Concepts

- Increasing Domain leadership

- The Domain Owner Integration Team – DO/IT

- Fleshing out investment review (IR) and architecture review (AR) functions

- Integrating BMMP governance with other DoD governance bodies

- Firming up committee charters and relationships

- Involving the Services and Agencies

Key Objectives for BMMP Phase 3

- Refine Governance

- Improve Alignment of DoD IT Investments with BEA

- Define Process and Data Requirements to Enable Implementation of BEA Priority Segments

- Support Development of Domain Infrastructure

- Ensure Readiness to Report BMMP Progress to Congress (March 15, 2004)

Phase 3 Major Deliverables and Work Products

- 7 Domain Support Plans (Jul)

- Architecture Board Charter (Aug)

- BEA Update (Jul, Oct, Dec, Feb)

  - Current C4ISR Architecture Framework Work Products

- Architecture Extensions for Priority Segments

- Enterprise Transition Plan Update (Aug, Nov, Jan, Mar)

  - Current TP Work Products

- Domain Transition Plans (per Domain Support Plan)

- Communication Reports (Jul, Oct, Dec, Feb)

This is the beginning of a journey…

There will be no moment at which the Department is "transformed." Rather, we are building a culture of continual transformation, so that our armed forces are always several steps ahead of any potential adversaries.

Secretary of Defense Donald Rumsfeld, April 2003